# CANADIAN ENVIRONMENTAL ASSESSMENT AGENCY

## 2010-2011

## REPORT ON PLANS AND PRIORITIES

**The Honourable Jim Prentice**
**Minister of the Environment and**
**Minister responsible for the**
**Canadian Environmental Assessment Agency**

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# MINISTER'S MESSAGE

As Minister responsible for the Canadian Environmental Assessment Agency, I am pleased to present the *2010-2011 Report on Plans and Priorities* for the Agency.

The Government of Canada recognizes that promoting economic opportunities and protecting the environment are complementary objectives. To that end, the environmental effects of proposed developments, as well as policy, plan and program proposals, are taken into consideration as part of federal decision making. Work is ongoing to improve the efficiency and effectiveness of the environmental assessment process and a parliamentary review of the *Canadian Environmental Assessment Act*, scheduled to begin in 2010, will provide an opportunity to consider further improvements to federal environmental assessment.

I invite parliamentarians and Canadians to read the *2010-2011 Report on Plans and Priorities* to gain a better appreciation of the Canadian Environmental Assessment Agency's direction and mandate.

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**The Honourable Jim Prentice, P.C., Q.C., M.P.**

**Minister of the Environment and Minister responsible for the Canadian Environmental Assessment Agency**

# SECTION 1: AGENCY OVERVIEW

***In this section:***

- **1.1 Summary Information**
- **1.2 Planning Summary**

## 1.1 SUMMARY INFORMATION

### Raison d'être

> The Canadian Environmental Assessment Agency provides leadership and serves as the centre of expertise for federal environmental assessment. The Agency's mandate is to provide Canadians with high-quality environmental assessments that contribute to informed decision making in support of sustainable development.

### Responsibilities

Led by the President, who reports directly to the Minister of the Environment, the Agency delivers its mandate under the authority of the *Canadian Environmental Assessment Act* (the Act) and its accompanying regulations and within the framework of the following instruments:

- the *Canada-Wide Accord on Environmental Harmonization*, including the *Sub-Agreement on Environmental Assessment*, and bilateral agreements with provincial governments that establish arrangements for cooperative environmental assessments; and
- international agreements containing environmental assessment provisions to which Canada is a party, principally the United Nations Economic Commission for Europe's *Convention on Environmental Impact Assessment in a Transboundary Context*.

The Agency works with federal authorities on the application of the *Cabinet Directive on Implementing the Canadian Environmental Assessment Act* and its Memorandum of Understanding. The Agency provides advice and guidance on the Directive's expectations and leads interdepartmental efforts to advance the Directive's goal of delivering high-quality environmental assessments in a predictable, certain, and timely manner.

The Agency is responsible for managing the federal environmental assessment process for most major resource projects and for integrating the Government of Canada's Aboriginal engagement and consultation activities into the environmental assessment process for these projects, as mandated under the *Cabinet Directive on Improving the Performance of the Regulatory System for Major Resource Projects* and its Memorandum of Understanding.

To support efficient and effective consideration of the environmental effects of development proposals, the Agency coordinates federal environmental assessment requirements with those of the provinces and territories. Further, the Agency administers a Participant Funding Program to facilitate public participation and Aboriginal consultation in designated environmental assessments.

Consistent with the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*, the Agency also supports the Minister of the Environment in promoting the application of environmental assessment processes in strategic-level decision making by providing training and guidance to federal authorities.

As well, the President of the Agency has been designated by Order in Council as the federal administrator of the environmental and social protection regimes set out in Chapters 22 and 23 of the 1975 *James Bay and Northern Quebec Agreement*.

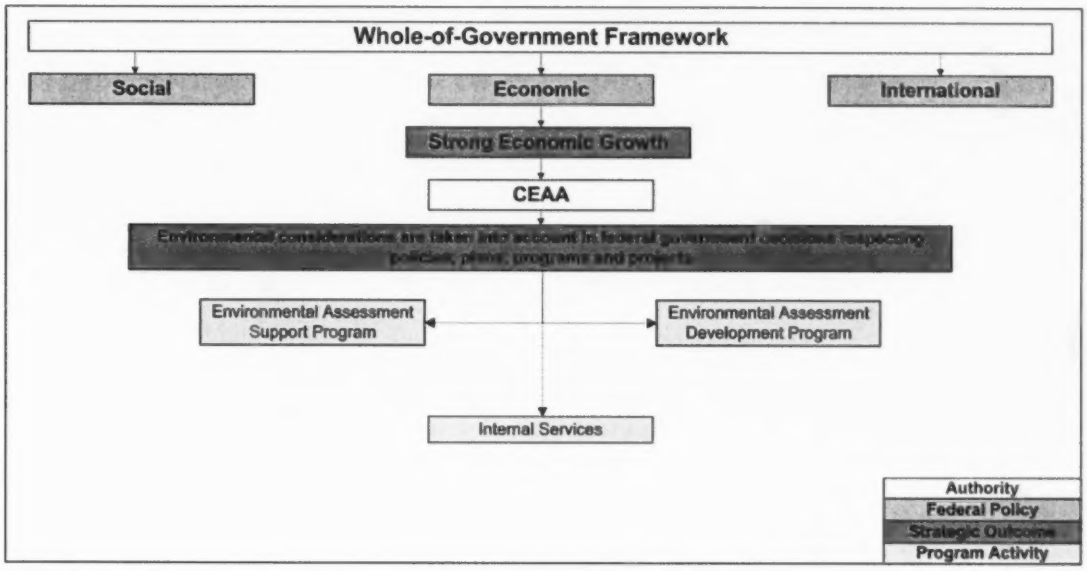
## Strategic Outcome

In order to effectively pursue its mandate, the Agency aims to achieve the following strategic outcome:

> Environmental considerations are taken into account in federal government decisions respecting policies, plans, programs and projects.

## Program Activity Architecture

The chart below illustrates the Agency's framework of program activities which contribute to its strategic outcome.



## 1.2 PLANNING SUMMARY

### Financial Resources

The financial resources table below provides a summary of the total planned spending for the Agency for the next three fiscal years.

| Financial Resources | 2010-2011 | 2011-2012 | 2012-2013 |
|---|---|---|---|
| ($ thousands) | 28,960 | 28,371 | 17,137 |

### Human Resources

The human resources table below provides a summary of the total planned human resources for the Agency for the next three fiscal years.

| Human Resources | 2010-2011 | 2011-2012 | 2012-2013 |
|---|---|---|---|
| Full-Time Equivalents (FTEs) | 235 | 235 | 160 |

| **Strategic Outcome:** **Environmental considerations are taken into account in federal government decisions respecting policies, plans, programs and projects** | **Alignment with Government of Canada Outcomes:** **Strong economic growth** | | | |
|---|---|---|---|---|
| **Performance Indicators** | **Targets** | | | |
| ▪ Percentage of policy, plan and program proposals for consideration by Cabinet that include strategic environmental considerations<br>▪ Percentage of environmental assessments (EAs), where the Agency is federal environmental assessment coordinator (FEAC) or EA manager for which an EA work plan is developed and implemented by the Agency | ▪ 90% of Memoranda to Cabinet include strategic environmental considerations by 2010-2011<br>▪ An EA work plan is developed and implemented for 100% of project-specific EAs for which the Agency is FEAC or EA manager | | | |
| **Program Activity** | **Forecast Spending ($ thousands)** | **Planned Spending ($ thousands)** | | |
| | **2009-2010** | **2010-2011** | **2011-2012** | **2012-2013** |
| **Environmental Assessment Development Program** | 3,791 | 4,152 | 4,186 | 3,404 |
| **Environmental Assessment Support Program** | 17,784 | 17,108 | 16,975 | 8,603 |
| **Total Spending** | **21,575** | **21,260** | **21,161** | **12,007** |

The above table does not include spending for Internal Services.

## Contribution of Priorities to Strategic Outcome

| Operational Priorities | Type | Description |
|---|---|---|
| **1. Build a Framework for More Integrated Environmental Assessment** | Ongoing | In order to foster a more effective, efficient, predictable and timely environmental assessment process for Canadians, the Agency will continue to: consult and work with its federal partners, provinces and territories, Aboriginal groups, and stakeholders; define policy direction; develop cooperative EA arrangements; provide guidance on federal EA; and pursue legislative and regulatory improvements. The Agency will participate in the review of the Act by Parliamentary Committee, scheduled to start by June 2010. |
| **2. Play an Active Leadership Role in Federal Environmental Assessment** | Ongoing | Federal decision making is well served when high-quality environmental assessments of projects, policies, plans and programs are completed in a timely manner. The Agency will facilitate efficient and consistent implementation of the Act by managing panel reviews, environmental assessments of major resource projects and cooperative EAs with provinces and territories in a timely, effective and predictable manner. As project manager and Crown consultation coordinator, the Agency will contribute to the Government's objective to improve the regulatory process for major resource projects. The Agency will provide training and guidance to federal authorities in the application of strategic environmental assessment. |
| **3. Build Capacity and Organization to Deliver on Existing and New Responsibilities** | Ongoing | The Agency will continue to strengthen its capacity and organization to deliver the broader mandate entrusted to it in the 2007 *Cabinet Directive on Improving the Performance of the Regulatory System for Major Resource Projects*. This will require continued investment in employee training and development. |

## Risk Analysis

### *Agency Operating Environment and Challenges*

Protecting the environment, while continuing to build a strong economy and improving the quality of life of Canadians, is an important challenge. Environmental assessment (EA) responds to this challenge by ensuring that environmental effects are considered before decisions are made to allow policies, plans, programs or projects to proceed.

Under the Act, responsible authorities (federal departments, agencies, and parent Crown corporations) must undertake an EA before: carrying out a project; providing financial assistance to enable a project to be carried out; selling, leasing or otherwise disposing of federal land to enable a project to be undertaken; or issuing certain authorizations to enable a project to go forward.

Projects subject to EA under the Act, and policies, plans and programs subject to strategic environmental assessment (SEA) under the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*, often raise important issues associated with socio-economic development, environmental protection, Aboriginal concerns and federal-provincial/territorial cooperation. Environmental assessment must continually adapt to emerging trends, such as

changing economic and environmental conditions, new technologies, developments in jurisprudence, and evolving public expectations.

The following provides an overview of the Agency's operating environment, and associated considerations and challenges.

***Shared Responsibility for Environmental Management***

Under the Canadian Constitution, environmental management is an area of shared responsibility between the federal and provincial governments. To minimize duplication and delays in the conduct of EAs, the Agency works with provinces and territories to bring about greater cooperation and promote the consistent and predictable application of environmental assessment across Canada. These objectives are realized through the implementation of bilateral agreements and project-specific arrangements that seek to meet the environmental assessment requirements of both parties through a single EA.

***Competing Interests***

Projects subject to environmental assessment often raise sensitive issues related to environmental protection, economic development, community and public expectations, Aboriginal concerns and federal-provincial relations. The projects being assessed can be complex, giving rise to competing interests. In this context, maintaining productive relationships while delivering high-quality assessments that meet the expectations of Canadians in a timely and predictable manner is an ongoing challenge.

***Responding to Changes in the Canadian Economy***

The number and types of proposed projects subject to the EA process under the Act are in large part a reflection of the state of our economy. The Agency continues to be an active partner in improving the performance of the regulatory system for public infrastructure and major resource projects, in particular with respect to more effective and efficient EAs. An effective, timely, predictable regulatory system which includes high-quality environmental assessments is a key contributor to the establishment of a strong Canadian economy. To that end, the Agency has renewed in its commitment to actively investigate and develop innovative ways to ensure that environmental considerations are taken into account in federal decision making and that federal EA is applied in a way that maximizes benefits to Canadians. Integrating environmental considerations into planning and decision-making processes in a manner that promotes sustainable development will be the focal point of these efforts.

***Regulatory Improvement Initiative for Major Resource Projects***

The Agency underwent an important restructuring and capacity-building process in order to deliver on its expanded responsibilities under the *Cabinet Directive on Improving the Performance of the Regulatory System for Major Resource Projects* (October 2007) and the associated Memorandum of Understanding. In leading the delivery of environmental assessments for most major resource projects, the Agency will continue to work collaboratively with the Major Projects Management Office and other federal departments to ensure the overall success of this initiative.

***Aboriginal Consultation***

The Supreme Court of Canada has established that the Crown, both federal and provincial, has the duty to consult, and where appropriate accommodate, Aboriginal groups when it contemplates conduct that may adversely affect potential or established Aboriginal or treaty rights. Through the Memorandum of Understanding to the *Cabinet Directive on Improving the Performance of the Regulatory System for Major Resource Projects*, the Agency will continue to assume responsibility for integrating Aboriginal-Crown consultations into the environmental assessments of major resource projects that it coordinates and will do the same for review panel processes.

***Litigation***

Litigation in relation to the application of the Act raises issues and challenges for the efficient, consistent and timely delivery of federal environmental assessment. Recent litigation includes two cases before the Supreme Court of Canada related to the federal environmental assessment of mining projects and a challenge in Federal Court to regulations made under the Act. Decisions rendered by the Courts can have significant implications for federal environmental assessment. The Supreme Court of Canada ruled on one of its cases in January 2010 and the ruling has brought significant clarification to key processes under the *Canadian Environmental Assessment Act*.

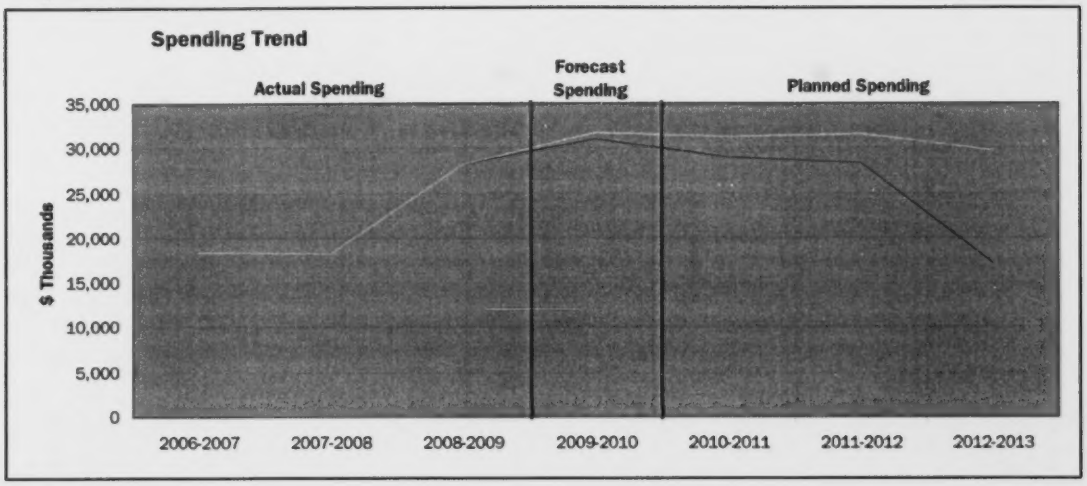
***International Community***

International partnerships give Canada the opportunity to share EA expertise, as well as offering access to the research being undertaken in other countries. Keeping in step with the environmental initiatives of international organizations and other countries also helps to ensure Canada's competitiveness. In this regard, the Agency will continue to develop relationships and maintain productive dialogue with other jurisdictions such as the United States and Australia. In addition, the Agency will continue to monitor Canada's obligations as a party to the United Nations Economic Commission for Europe's *Convention on Environmental Impact Assessment in a Transboundary Context*.

***2010 Review***

The 2003 *Act to amend the Canadian Environmental Assessment Act* requires that a review by Parliamentary Committee of the provisions and operation of the Act begin by June 2010. The Committee must submit a report to Parliament within one year of undertaking the review, including a statement of any changes to the Act that the Committee recommends. The Committee's report will be followed by a government response, which could include proposals for new legislation. An important challenge for the Agency will be to continue to deliver on its current responsibilities in an efficient and effective manner, while undertaking the work necessary to prepare for and participate in the review.

## Expenditure Profile




For the 2010-2011 fiscal year, the Agency plans to spend its $29M authority to achieve the expected results of its program activities and contribute to its strategic outcome.

For the 2006-2007 to 2009-2010 periods, total spending includes all Parliamentary appropriation and revenue sources. It also includes carry forward adjustments. For the 2010-2011 to 2012-2013 periods, the total spending corresponds to planned spending and revenues. Supplementary funding and carry forward adjustments are unknown at this point and therefore are not reflected.

As a result of the Budget 2007 initiative to improve Canada's regulatory framework for major resource projects, the Agency has increased its spending trend up to 2011-2012. Funding for the Agency was also approved for review panel support, as well as to address Aboriginal consultations for environmental assessment programs, which are scheduled to sunset by 2009-2010 and 2010-2011 respectively. For 2009-2010 and beyond, the Agency is reflecting its resource profile based on planned appropriations, with and without sunsetting initiatives, for Aboriginal consultations related to environmental assessment processes, as well as to improve performance of the regulatory system for major resource projects.

### *Voted and Statutory Items*

This table illustrates the way in which Parliament approved Agency resources and how funds are allocated.

| Vote or Statutory Item (S) | Vote or Statutory Wording | 2009-2010 Main Estimates ($ thousands) | 2010-2011 Main Estimates ($ thousands) |
|---|---|---|---|
| 15 | Program expenditures | 29,199 | 26,305 |
| (S) | Contributions to employee benefit plans | 2,850 | 2,655 |
| | **Total** | **32,049** | **28,960** |

The decrease in the Main Estimates funding from 2009-2010 to 2010-2011 is due to the sunset of the temporary portion of the funding received for Aboriginal consultations related to environmental assessment processes, as well as the sunset of the funding received for review panel support and an evaluation of the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*.

## SECTION 2: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

***In this section:***

- **2.1 Strategic Outcome**
- **2.2 Program Activity: Environmental Assessment Development Program**
- **2.3 Program Activity: Environmental Assessment Support Program**
- **2.4 Program Activity: Internal Services**

## 2.1 STRATEGIC OUTCOME

| Environmental considerations are taken into account in federal government decisions respecting policies, plans, programs and projects. |
|---|

This section describes the expected results of the Agency's program activities and their performance indicators and targets. It also presents the financial and non-financial resources that will be dedicated to each program, a summary of its activities, planning highlights and benefits for Canadians.

The programs are:

- the Environmental Assessment Development Program; and
- the Environmental Assessment Support Program.

## 2.2 Program Activity: Environmental Assessment Development Program

| **Expected Results of Program Activity:**<br>**Federal organizations have the instruments they need to meet their environmental assessment responsibilities** | |
|---|---|
| **Performance Indicators** | **Targets** |
| ▪ Percentage of federal organizations that agree that the instruments provided by the Agency set out and explain the environmental assessment requirements within the federal government | ▪ 75% of federal organizations agree that the instruments provided by the Agency set out and explain the environmental assessment requirements at the federal level |

| **Expected Results of Program Activity:**<br>**Federal departments have access to the training and information they need to implement the *Cabinet Directive on Environmental Assessment of Policy, Plan and Program Proposals*** | |
|---|---|
| **Performance Indicators** | **Targets** |
| ▪ Percentage of course participants from federal departments indicating their satisfaction with training course content and materials | ▪ 85% of course participants from federal departments are satisfied with training course content and materials |

| **Expected Results of Program Activity:**<br>**Key issues are addressed, contributing to an improved federal environmental assessment framework consistent with the purposes of the *Canadian Environmental Assessment Act*** | |
|---|---|
| **Performance Indicators** | **Targets** |
| ▪ Percentage of key issues being addressed through the development of new or amended policies, procedures, regulations, or legislative proposals | ▪ Over five years, 100% of key issues are being addressed as a result of new or amended policies, procedures, regulations, or legislative proposals |

| **Financial Resources ($ thousands)** | | |
|---|---|---|
| **2010-2011** | **2011-2012** | **2012-2013** |
| 4,152 | 4,186 | 3,404 |

| **Human Resources (Full-Time Equivalents)** | | |
|---|---|---|
| **2010-2011** | **2011-2012** | **2012-2013** |
| 40 | 40 | 33 |

## Program Activity Summary

The Environmental Assessment Development Program activity aligns most closely with the Agency's priority to build a framework for more integrated environmental assessment (EA). By establishing and maintaining the policy and legislative foundation for the practice of EA at the federal level, the program activity also supports the Agency's priority to play an active leadership role in federal EA.

The Environmental Assessment Development Program activity aims at ensuring an effective, efficient and integrated EA process at the federal level, taking into account interactions with other EA, consultative and regulatory decision-making processes in Canada, as well as environmental assessment within a transboundary context. Pursuing this objective involves consulting with partners and stakeholders; monitoring and evaluating emerging issues and challenges; developing appropriate legislative, regulatory and policy responses to key issues; strengthening EA coordination mechanisms; and exploring linkages between different forms of assessment.

In 2010-2011, this program activity will continue to focus on identifying options for improving the current legislative framework to support the important objective of building a more dynamic and sustainable economy while protecting the environment. The Agency will engage in discussions with federal and provincial partners and with members of the multi-stakeholder Regulatory Advisory Committee in developing these options.

The Agency will prepare for and participate in the comprehensive review of the provisions and operation of the Act by Parliamentary Committee, scheduled to begin by June 2010, which will lay the groundwork for possible legislative reform. The Agency will conduct research and analysis in order to be well prepared to assist the Parliamentary Committee in its work, including identifying interests and issues of concern to federal and provincial partners, Aboriginal groups and stakeholders.

Through this program activity, the Agency will deliver on the following key areas:

- strengthening environmental assessment harmonization and coordination with other jurisdictions in order to reduce duplication, streamline the process for stakeholders, and improve the timely delivery of high-quality environmental assessments;
- enhancing the framework for strategic environmental assessment (SEA), and its effective implementation, in order to better use the potential of SEA to play a key role in improving the timeliness of environmental impact assessments by dealing with public policy issues and decisions up front rather than at the project level;
- exploring and promoting the role of and opportunities presented by regional EAs, particularly in supporting cumulative effects management;
- working collaboratively with foreign governments to share information and best practices, and contributing to the international EA community through active participation in international committees and conferences;
- supporting and implementing the horizontal initiative led by Natural Resources Canada's Major Projects Management Office, which aims to improve the performance of the regulatory system for major resource projects;

- improving procedures for the environmental assessment component of the regulatory system for major resource projects; and
- further defining and supporting the Agency's role with respect to Aboriginal consultation on major resource projects.

### *Planning Highlights*

In order to achieve the expected results for this program activity, the Agency plans to undertake the following activities:

- In October 2009, the Canadian Council of Ministers of the Environment (CCME) endorsed a report recommending that jurisdictions consider a range of environmental assessment tools and models in their legislation aimed at achieving the goal of "one project — one assessment". The Agency will work with provincial partners through the EA Administrators Committee to further discuss potential models to improve federal-provincial harmonization.
- Based on the results of the evaluation of the *Canada-Alberta Agreement on Environmental Assessment Cooperation*, the Agency will work with provincial officials to update the Agreement as required to ensure that it continues to provide timely and effective cooperative environmental assessments.
- Informed by the results of an evaluation of the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*, the Agency will lead a government-wide strategy to strengthen Strategic Environmental Assessment (SEA).
- The Agency will ensure that existing regulations remain relevant. The need for new regulatory proposals to address emerging issues will be identified and evaluated for action, in consideration of the forthcoming review of the Act by Parliament.
- The Agency will continue working with major airport authorities to establish an EA regime that is compatible with the Act.
- The Agency, in accordance with its response to the November 2009 report of the Commissioner of the Environment and Sustainable Development, will enhance the implementation of the quality assurance program, with a focus on key practices and implementation issues that will inform the 2010 parliamentary review of the Act.
- The Agency will continue to develop innovative solutions for dealing with smaller projects that are unlikely to cause significant adverse environmental effects, including the use of class screenings.
- The Agency is continuing development of a map-based Web service using a geographic information system (GIS) to assist Agency staff in the management of environmental assessments and the delivery of Aboriginal/Crown consultation activities. Based on the results of a pilot application in the Pacific and Yukon region, the Agency will explore options for rolling out this tool throughout the organization.
- The Agency will continue to support Indian and Northern Affairs Canada (INAC) in the negotiation of EA provisions in land claims and self-government agreements, as well as in various INAC-led regulatory initiatives.
- The Agency will use the Regional Environmental Assessment Committees to address identified key issues relating to the environmental assessment process.

- The Agency will develop policy and procedures to support its role in Aboriginal consultation and ensure that lessons learned are documented and that the role is applied consistently across the country.

### *Benefits for Canadians*

The Environmental Assessment Development Program activity seeks to maintain and improve federal environmental assessment so that it remains effective, efficient and integrated. A sound EA process is vital to ensuring that environmental considerations are integrated into federal government decision making, thereby supporting quality of life for Canadians, environmental sustainability, and economic competitiveness.

## 2.3 Program Activity: Environmental Assessment Support Program

| Expected Results of Program Activity:<br>The Agency contributes to a reduction in time to complete the EA of major resource projects | |
|---|---|
| **Performance Indicators** | **Targets** |
| ▪ Percentage of times in which the Agency meets the timeline for its activities, as established in the Major Projects Management Office Project Agreement | ▪ Agency meets 100% of the timelines for its activities, as established by the Major Projects Management Office Project Agreement |

| Expected Results of Program Activity:<br>A single environmental assessment report produces the necessary information to support federal and provincial EA decisions when both jurisdictions require EAs of a project | |
|---|---|
| **Performance Indicators** | **Targets** |
| ▪ Percentage of times when a cooperative environmental assessment report produces the necessary information to support federal and provincial EA decisions | ▪ 80% of cooperative environmental assessment reports produce the necessary information to support federal and provincial EA decisions |

| Expected Results of Program Activity:<br>Responsible authorities and proponents understand the Agency's role in implementing the major resource projects process | |
|---|---|
| **Performance Indicators** | **Targets** |
| ▪ Percentage of responsible authorities and proponents who agree that they understand the Agency's role in relation to the EA of projects subject to the major resource projects process | ▪ 85% of responsible authorities and proponents agree that they understand the Agency's role in relation to the EA of projects subject to the major resource projects process |

| Expected Results of Program Activity:<br>**Interests of Aboriginal groups in relation to the EA of projects where the Agency is EA manager are documented and presented to support decision making** | |
|---|---|
| **Performance Indicators** | **Targets** |
| • Percentage of projects where the Agency is the Crown Consultation Coordinator for which an Aboriginal consultation work plan is developed and implemented by the Agency | • An Aboriginal consultation work plan is developed and implemented for 100% of projects where the Agency is the Crown Consultation Coordinator |

| Expected Results of Program Activity:<br>**The Agency facilitates meaningful public participation in federal EAs by providing funding to support certain activities** | |
|---|---|
| **Performance Indicators** | **Targets** |
| • Percentage of funding recipients who agree that the funding provided by the Agency improved their ability to participate meaningfully in the EA process | • 75% of funding recipients agree that the funding provided by the Agency improved their ability to participate meaningfully in the EA process |

| Expected Results of Program Activity:<br>**The Agency provides high-quality EA training courses that are effective in providing practical skills and knowledge** | |
|---|---|
| **Performance Indicators** | **Targets** |
| • Percentage of course participants who agree that the training given by the Agency was effective in providing practical skills and knowledge | • 85% of course participants agree that the training given by the Agency was effective in providing practical skills and knowledge |

| Financial Resources ($ thousands) | | |
|---|---|---|
| **2010-2011** | **2011-2012** | **2012-2013** |
| 17,108 | 16,975 | 8,603 |

| Human Resources (Full-Time Equivalents) | | |
|---|---|---|
| **2010-2011** | **2011-2012** | **2012-2013** |
| 134 | 134 | 75 |

## Program Activity Summary

The Environmental Assessment Support Program activity focuses on delivering the Agency's responsibilities under the *Canadian Environmental Assessment Act* and related policy direction. As a result, this program activity aligns most closely with the Agency's priority to play an active leadership role in federal environmental assessment. The Agency demonstrates leadership in its responsibilities as Federal Environmental Assessment Coordinator, managing review panels and providing participant funding as set out in the Act. In addition, the Agency supports implementation of the *Cabinet Directive on Improving the Performance of the Regulatory System for Major Resource Projects* by assuming the role of project manager for most major resource

projects, ensuring that the environmental assessment process is administered in a manner that will meet timelines set out in project agreements and leading the integration of federal Crown consultation activities.

Through this program activity, the Agency will also continue to facilitate public participation in federal environmental assessments by providing funding to support certain activities. The Agency will provide EA training and learning to its own staff, as well as providing training and guidance to stakeholders and partners involved in environmental assessments. Through the delivery of training and guidance in support of federal EA, the program activity contributes to building the capacity of the organization to deliver on existing and new responsibilities.

The Agency will routinely examine and document lessons learned as it employs new approaches and will apply these lessons when developing systems and tools for delivery of EA management responsibilities. In all of these activities, the EA Support Program activity supports a whole-of-government approach to addressing strategic and project-specific environmental assessment issues and developing appropriate responses.

Through this program activity, the Agency will deliver on the following key areas:

- ensuring a more effective, efficient, predictable and timely environmental assessment process for Canadians by coordinating federal involvement in the EA of large projects and projects undergoing a cooperative EA with another jurisdiction, such as a province, and by managing the federal EA process for major resource projects;
- supporting meaningful consultation with Aboriginal groups in relation to federal environmental assessment by providing funding to Aboriginal groups to support their participation in federal EAs and related consultation activities, and by integrating, to the extent possible, Aboriginal consultation into the EA of the major resource projects the Agency manages;
- facilitating meaningful public participation in the review of projects by providing funding to individuals and not-for-profit organizations;
- promoting a sound understanding of federal EA requirements by interested parties, including developing and delivering relevant and up-to-date training and guidance in relation to federal environmental assessment to support compliance with the Act;
- maintaining and managing the Canadian Environmental Assessment Registry Internet site;
- establishing and managing mechanisms to support an improved federal EA process; and
- maintaining good working relations with stakeholders and partners, including provinces, territories and Aboriginal groups.

### *Planning Highlights*

To achieve the expected results, the Agency plans to undertake the following activities:

- The Agency will apply effective management practices in planning and delivering its statutory and policy-based responsibilities in support of federal environmental assessment.
- The Agency will develop and implement service standards, best practices and guidance to support its staff in the delivery of its responsibilities.

- The Agency will ensure that the environmental assessment and Crown consultation elements of project agreements for major resource projects provide clear and robust project management expectations and direction.
- The Agency will continue to lead interdepartmental committees (e.g. Environmental Assessment Programs Committee and Regional Environmental Assessment Committees) to facilitate exchange of information and best practices, and to develop and implement strategies to improve consistency and timeliness in federal environmental assessments.
- The Agency will work with provinces to resolve impediments to preparing a single cooperative environmental assessment report that contains the information required to support both federal and provincial decision making.
- The Agency will apply and evaluate new ways of meeting both federal and provincial EA requirements; this will include monitoring and evaluating the delegation of the conduct of the environmental assessment of the proposed Northwest Transmission Line project to the British Columbia Environmental Assessment Office in accordance with the Act.
- As Crown Consultation Coordinator for most EAs of major resource projects, the Agency will work with federal authorities to efficiently and effectively apply a whole-of-government approach to consultation with Aboriginal groups potentially affected by those projects.
- The Agency will improve the administration of review panels by conducting an examination of lessons learned in relation to the Mackenzie Gas Project and identifying recommendations for future panel processes.
- The Agency will implement improvements to the delivery of the Participant Funding Program in response to the evaluation of the program conducted in 2008-2009 and the renewal of the program's terms and conditions in 2009-2010.
- The Agency will deliver a comprehensive program of training events to both Agency staff and outside parties, including understanding the Agency's role in implementing the major resource projects initiative.

***Benefits for Canadians***

The Environmental Assessment Support Program activity supports a transparent and rigorous EA process that encourages and enables meaningful public participation. By promoting a process that respects legislative requirements, is conducted in a cost-effective manner, avoids duplication and delays, and is clear and transparent to all participants, this program activity provides Canadians with a federal environmental assessment process that makes a value-added contribution to sustainable development.

## 2.4 Program Activity: Internal Services

| Financial Resources ($ thousands) | | |
|---|---|---|
| 2010-2011 | 2011-2012 | 2012-2013 |
| 7,700 | 7,210 | 5,130 |

| Human Resources (Full-Time Equivalents) | | |
|---|---|---|
| 2010-2011 | 2011-2012 | 2012-2013 |
| 61 | 61 | 52 |

Internal Services are groups of related activities and resources that are administered to support program needs, as well as an organization's corporate obligations. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services are only responsible for those activities and resources that apply across an organization, and not those provided specifically to a program.

Internal Services support the operating programs and activities of the Agency and include many administrative activities normally performed outside program areas that cannot otherwise be allocated as program support overhead.

The objective of the Agency's Internal Services is to support the core program activities by providing modern, timely and responsive services that are effective and efficient.

The major elements of Internal Services are:

| | |
|---|---|
| Finance and Administration | ▪ Corporate finance and administrative functions, including senior management functions not directly attributable to any specific element of the operations program activity |
| Legal Services | ▪ Legal services provided by Justice Canada |
| Human Resources | ▪ Human resources management services and products |
| Communications | ▪ Communication resources associated with the provision of internal and external communications services and products, including translation costs |
| Information Management/ Information Technology | ▪ The provision of general information management/information technology infrastructure and services |

# SECTION 3: SUPPLEMENTARY INFORMATION

***In this section:***

- **3.1 Supplementary Information Tables**
- **3.2 Other Items of Interest**

## 3.1 Supplementary Information Tables

The following tables are located on the Treasury Board Secretariat Web site:

- Green Procurement
- Upcoming Internal Audits and Evaluations over the Next Three Fiscal Years
- Sources of Respendable Revenue
- User Fees

## 3.2 Other Items of Interest

### Contacts for Further Information

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